



CECOM DOTS and DASHES

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SHARP

Resource Center opens at Aberdeen Proving Ground

ABERDEEN PROVING GROUND, Maryland (Feb. 5, 2015) -- The Aberdeen Proving Ground (APG) Sexual Harassment and Assault Response Program (SHARP) Resource Center located on the second floor of the Janet M. Barr Soldier Center- opened its doors on Jan. 2, 2015. The resource center, available

to both military and civilians, is designed to handle restricted and unrestricted cases of sexual assault and sexual harassment. Under the guidance of Maj. Gen. Bruce T. Crawford, APG Senior Commander and Commanding General of Communications-Electronics Command (CECOM), and led by the Installation's SHARP Program Manager Tracy Marshall, the resource center is a new asset to be utilized in the fight against sexual assault and harassment. "The idea, like other resource centers, is to create a 'one-stop-shop' where APG military and civilian community members can go for consolidated SHARP support and treatment," said Marshall.

The center on APG is supported by staff including: a Judge Advocate General (JAG) officer, a Criminal Investigations Command (CID) agent, a medical expert, a Sexual Assault Response Coordinator (SARC), a victim advocate, and Marshall, the program manager.

.....➤ cover story continued on next page

Can you decode
what's in this box?

To find the answer, go to page 20.



ABERDEEN PROVING GROUND, Maryland (Feb. 5, 2015) – Aberdeen Proving Ground's (APG) Sexual Harassment and Response Program (SHARP) Program Manager Tracy Marshall leads the APG SHARP Resource Center team. The resource center, located on the second floor of the Janet M. Barr Soldier Center, opened its doors on Jan. 2, 2015. Available to both military and civilians, the center is designed to handle restricted and unrestricted cases of sexual assault and sexual harassment. The center on APG will be supported by staff including: a Judge Advocate General (JAG) officer, a Criminal Investigations Command (CID) agent, a medical expert, a Sexual Assault Response Coordinator (SARC), a victim advocate, and Marshall, the program manager.

According to Marshall, the center is one of 12 in the entire Army that have implemented this concept. The initiative started in Joint Base Lewis-McChord, Washington, and has since received the full support of the Chief of Staff of the Army. Marshall emphasized that this resource center has qualities that set it apart from the rest.

"Here at APG, we have a unique location where we can provide services to more diverse communities than just to our military here on the installation," she said. "We've also established partnerships with local ROTC [Reserve Officer Training Corps] programs as well as local National Guard and Army Reserve units to give them support as well."

Many of these organizations do not have organic SHARP professionals, so the APG SHARP Resource Center is in a position to reach out to other communities. "In the past, a victim would have to go to multiple locations for services," said Marshall. "That made it difficult for victims to feel safe and secure about the process so they wouldn't come forward and report their incidents." Besides providing victim support, the resource center offers SHARP training for leadership to better equip them with implementation of SHARP programs in their respective organizations.

Marshall noted that the recent Bystander Intervention training has been a great way to inform leaders and subordinates on ways to stop incidents before they start by recognizing the various warning signs in everyday interactions. SHARP continues to be the Army's number one priority, and installations such as APG are finding innovative methods to help better support victims and improve on efficiencies.

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"In the end, we are the blueprint of the nation," said Marshall, in reference to the Army. "We have to set the example by making a culture change so victims have faith in the system. Before, no one wanted to come forward, but now that the leadership has been engaging in SHARP and supporting resource centers, we are seeing record numbers of people reporting their incidents. Everything we do in the Army is about the people. This resource center will be a shining example of that."

For help or further information, contact the APG SHARP Hotline at 410-322-7154.

Message from THE COMMANDER



Maj. Gen. Bruce T. Crawford

Black History Month

Mahatma Gandhi once said that "A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history." Looking back to 1915, few could have imagined the transformation that has occurred where African Americans would be so central in the making of American history. This transformation was enabled by the work of so many diverse people, cultures and beliefs in this great nation.

This year's theme for Black History Month is "A Century of Black Life, History and Culture," where we will pause to appreciate and celebrate the enduring story of so many African Americans that have helped shape the identity of our nation. The generations of African Americans in the early 20th Century through sheer effort, determination and struggle, were able to use their talents and leadership to give the post-World War I era an abundance of cultural gifts that we all enjoy today.

In the middle of the century, enabled by many "determined spirits," with the

passing of the Civil Rights Act of 1964, we saw the struggle for civil rights become a national priority with the simple goal of doing what is right for all who are a part of this nation regardless of race. During this part of the century we are reminded of those great African American leaders with courage and conviction like Ms. Rosa Parks, Dr. Ralph Abernathy and Dr. Martin Luther King Jr., who held the torch and risked their lives so that our nation would recognize justice for all.

Now in the 21st Century, because of the "small body of determined spirits" we can see the progress of a nation that embraces its "Life, History and Culture" for all mankind regardless of race, creed or color. Our Army is a shining example of diversity in action with countless African American Soldiers and leaders who have consistently fought bravely for our nation. I salute those brave men and women whose struggle gave me the opportunity to stand before you as your Commanding General.

To honor those who have made such an indelible impact on our nation deserves our upmost dignity and respect. Our ability to honor and remember this past century of Black History will allow us to see an even greater century of progress and success in the future as we take on the challenges that require us to sustain that "unquenchable faith in our mission" as members and leaders in the strength of this great nation - the United States Army.

**Trusted Professionals Always -
APG Strong, Army Strong!**

Bruce T. Crawford
Major General, USA
Commanding



CSM William Brun

COMMAND SERGEANT MAJOR'S PERSPECTIVE

"Why We Serve" Monthly Focus: **"Respect"**

During the "Why We Serve" event, we, as an Army team, stood side by side and reaffirmed the values we swore to defend and the ethics we pledged to uphold.

Every month we will continue to reflect on this solemn promise and reaffirmation of our commitment to the Army profession by highlighting one of the core attributes demonstrated by a trusted professional.

Respect is one of the seven core Army values that our noble profession embodies.

Respect is a feeling of deep admiration for someone or something elicited by their abilities, qualities or achievements. To be respected is to be perceived as a role model. We must lead by example. Upon reaffirming our oath, we made a steadfast commitment to do

the right thing. We pledged to respect ourselves by promising to put forth our best efforts in everything that we do. It is our duty to inspire others to think and act while instilling unity within our formations and workplace.

As members of the Army team, we are privileged to serve in the most trusted and respected profession on Earth—the profession of arms. This bedrock of trust was carved by the sacrifices of our country's founding fathers and all the Veterans, our "Soldiers for Life," that have served before us. It is our duty to serve as trusted professionals and to uphold the confidence and respect that the American people have put in us. In order to be deserving of the respect of the nation, we must live our lives in a way that is worthy of such admiration.

As both Army Soldiers and civilians, we pledge to treat others with respect while expecting the same in return.

Respect is supported by the columns of responsibility and accountability. We must always act in a responsible manner and be held accountable for

our actions. We face challenges to our morals and ethics on a daily basis. We must rely on our cherished Army values to serve as a moral compass when we need direction. If we falter, we must have the strength to admit our errors.

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Respect is earned, not given. It is something we must strive for every day. Your individual dedication to being a person of character is critical to how you will be viewed by everybody in the chain of command. People can see through someone who does not "walk the talk," especially those in a leadership capacity.

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Our Army team represents the very best that this nation has to offer. You will be called upon to build and shape the Army for the coming years. Our noble profession's legacy of respect and trust lies in your hands. The battlefield will evolve and our adversaries will change; but like the Constitution that founded our great nation, the guiding principles of our Army values will endure the test of time.

Ever vigilant and Army Strong!

CSM Brun sends...

TEAM APG
PRESENTS



WHY WE SERVE



"Restoring our Commitment to the Profession"

AMC Hall of Fame Class of 2014:

Wiseman shed light on Night Vision Technology



Dr. Robert S. Wiseman, a former director of the U.S. Army Communications-Electronics Command's predecessor organization, the U.S. Army Electronics Command, is a member of the U.S. Army Materiel Command Hall of Fame Class of 2014. The Hall of Fame honors and memorializes those Soldiers and civilians

who have made significant and enduring contributions to AMC and the Army in support of the joint warfighter.

Today's Army "owns the night," thanks in large part to the contributions of the late Dr. Robert S. Wiseman who will be honored as a member of the AMC Hall of Fame Class of 2014.

Wiseman's widow, Norma "Woody" Wiseman, will accept the honor on his behalf.

Wiseman was the founding director of the Night Vision Laboratory which evolved into the Night Vision and Electronic Sensors Directorate.

Wiseman led the lab during the in-house development of image intensifiers from 1965 to 1968. In the 50 years since, more than a million image intensifiers were fielded to the Department of Defense.

"The night fighting advantage provided by this technology has profoundly changed the way the U.S. Army fights," stated Dr. Donald A. Reago, acting director of the Night Vision and Electronic Sensors Directorate, in the nomination package.

Besides his technological contribution, Reago said Wiseman also set forth a philosophical foundation that became a unique force in

the Army, with a spirit and success that is still evident in the laboratory today. That philosophy gave scientists and engineers the freedom they needed to innovate with an understanding the importance of their work to the Soldier.

Wiseman once commented that "the history of Army night vision from World War II to 1972 proves how the right organization with talented people and proper support can succeed."

Wiseman volunteered in the Army Air Corps during World War II and trained as a private in pre-meteorology at the University of Chicago, he soon transferred to Aviation Cadet Communications Officer training at Yale University. He was commissioned in November 1944 and served on the island of Saipan and in Iwo Jima. He was honorably discharged in 1946 and served in the Army Air Corps and was active in the Air Force Reserve. He was ultimately promoted to lieutenant colonel.

Wiseman earned his master's and Ph.D. degrees at the University of Illinois.

Wiseman joined the U.S. Army Engineer Research and Development Laboratories at Fort Belvoir, Virginia, and developed the Warfare Vision Electrical Department. This was the team that developed the Night Vision Devices that enabled the military to see in the dark. He later directed the U.S. Army Electronics Command at Fort Monmouth, New Jersey and his responsibility ultimately expanded to all Fort Monmouth Electronic Labs.

In 1977, he became the technical director for the U.S. Army Electronics Research and Development Command in Adelphi, Maryland. He was promoted to the Senior Executive Service and became the deputy to the commanding general, then responsible for all of the Army's science and technology.

President Jimmy Carter awarded Wiseman the rank of Distinguished Executive in the Senior Executive Service in 1980. Wiseman retired from civil service in 1981. He died in August 2013.



Frank Zardecki: the courage of conviction

A feature by Dave Gardner, biz570.com writer

"Management is a science, but leadership is an art," says Frank Zardecki, deputy commander at Tobyhanna Army Depot, Pennsylvania. "A person can be schooled to be a manager, but it is personal qualities that make a leader."

With a dry wit and expansive experience, Zardecki has served as the deputy commander of the depot since 1990. His numerous leadership duties require him to be proactive with administration and operation of the sprawling facility. "My role is part visionary about where the organization will go. I like what I'm doing, and don't think at all about retirement," says the 72-year-old who started at the depot in 1966.

The depot's role in NEPA's economy is legendary. The facility is the largest, full-service electronics maintenance facility working for the Department of Defense. It has become a champion of lean operations and continuous improvement.

On an annual basis, the depot boasts of creating more than \$2.8 billion in economic impact and the facility's management is fully aware of the depot's indispensability to the regional economy. Yet, austerity has now become the norm at the depot as the nation scales back its operations in the Middle East.

A Wild Kid

Zardecki attended Wilkes College and the University of Scranton, where he studied business administration. He also has completed many Air Force and Army electronics and other technical training courses, and is a 1995 graduate of the Senior Executive Fellowship Program at Harvard University's JFK School of Government.

Zardecki, a native of Ashley, says he was a "wild kid with no money." This road led him to the United States Air Force and a stint where he studied and then worked in aviation avionics. "My four years in the Air Force was a great time in my life," says Zardecki. "During this time I realized I had to be self sufficient and I began to grow into leadership."

Zardecki also traveled a lot early in his Air Force career, with duty stops in Bermuda and at the fabled Andrews Air Force base in Maryland. He found that he enjoyed improving existing systems. "The officers mentioned me, so they must have seen some sort of promise in me," says Zardecki.

Fair but Accountable

Zardecki places high value on how superiors treat people. The best leaders issue performance expectations, demand accountability and care about employee well being.

He believes that employee accountability, in particular, has become a problem all across the nation.

Zardecki adds that one of the hardest things a leader must do is to demand adherence to performance standards. Employee reviews must always issue fair and honest ratings, never allowing demanding standards to be waived.

He urges his fellow leaders to listen to constructive advice, and from time to time, to bring in outsiders who can offer fresh ideas about process evolution. It's also vital for a leader to establish and then follow a communications strategy. At the depot, where language between employees is filled with facts, data and the demands of MIL-SPEC repairs, he has employed a disciplined strategy for communicating with the workforce. "We have a staff meeting every Monday, and every employee has access to what is discussed," says Zardecki. "Information also comes back from the workforce, because employee input is valued. There are communication expectations on both sides."

The newest leadership challenge, according to Zardecki, is uncertainty over the future. Budget cuts have been deep and the Depot's workforce is down 2,000 from its recent peak. "As we were cutting back, there were no secrets about these big changes," says Zardecki. "What we know our workforce also knows."

In fact, as a way to aid more open communication, the Depot's leadership recently performed a major anti-silo reorganization by eliminating 42 supervisors.

Adversity Conquest

When asked about workplace adversity, Zardecki is quick to relate the Depot's drug-selling issue that was exposed several years ago. The drug use involved a relatively small number of employees, but the depot's leadership took bold action and established a zero tolerance environment, while also cleaning house of some drug users.

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"The reputation of U.S. government employees was at stake, and a leader must do what's right for the organization," says Zardecki. "In the end, that's what best for the employees to move forward."

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As he looks at the seeming confusion at the national level during recent events like the Ebola crisis, Zardecki has no strong opinions about how better leadership could have helped that situation. In his world, the Depot team must deal with increasing demands for political correctness, which Zardecki calls a major challenge when a crisis requires decisive action.

Zardecki states that criticism from above is both real and expanding, but that genuine leaders must have the courage of conviction and pursue what they know is necessary for an organization to prosper. "You have to do what's right despite second guessing," says Zardecki. "That takes a leader who has courage."

(Taken from <http://biz570.com/op-ed/management/the-courage-of-conviction-1.1796904>)

Tobyhanna, West Point partner for Lean success

By Jacqueline Boucher, Tobyhanna Army Depot



(Left to right) Cadet Andrew Carstensen, Jennifer Condrad and Cadet Richard Nehring identify the rework loop in the MDM process if a shipment arrives on-site missing any required materials (Photo by Steve Grzezdinski Tobyhanna Army Depot)

TOBYHANNA ARMY DEPOT, Pennsylvania.
-- Every year, Tobyhanna Army Depot partners with the U.S. Military Academy - West Point (New York) Department of Systems Engineering to provide a Lean Six Sigma Black Belt project for cadets to work on during their senior year.

During a visit on Nov. 24, 2014, four West Point cadets focused on the Measure Phase of the Mobile Depot Maintenance (MDM) shipping process.

Lean is a program of continuous improvement based on eliminating unnecessary steps in a process, such as rearranging an area to improve work flow and increase efficiency. Lean also involves Value Stream Analysis to identify what can be improved.

The cadets created a process map to understand how the products are identified, ordered, packed and shipped, and a spaghetti diagram to visually show how the packages moved throughout the entire process, all

with the help of Depot and DLA/Distribution Tobyhanna subject matter experts.

Jennifer Condrad, industrial engineering technician in the Continuous Process Improvement Directorate, said the visits are beneficial for both the cadets and Depot personnel.

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"Having a fresh set of eyes on the process helps remove a lot of bias when determining the root cause of the problem," said Condrad.
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The cadets are in the process of analyzing data they collected for the Measure Phase and will return in late January to work on the Analyze Phase.

Joint Tactical Terminal (JTT) Control Client (JCC) Usability workshop

By CECOM Software Engineering Center staff

ABDERDEEN PROVING GROUND, Maryland. -- During the week of Dec. 1, 2014, SEC held a JTT (Joint Tactical Terminal) Control Client (JCC) Usability workshop with representation from the US Navy Air Systems Command (NAVAIR), US Army's Counter Rockets and Mortar (C-RAM), Integrated Broadcast Service Executive Agent (IBS-EA), Joint Interoperability Test Command, US Army's PATRIOT and the Army Broadcast Intelligence Office. Morgan Hansen from the Intelligence, Electronic Warfare & Sensors (IEWS) Directorate's Intelligence Support Division JTT-IBS team attended the Workshop. The purpose of the workshop was to get user feedback on SEC's new JCC experimental (JCC-X) program that was developed in response to a direct user requirement to make the JTT system more user friendly and quicker to configure.

The JCC was designed to exercise all requirements to setup and control the JTT radio using National Security Agency approved implementation of embedded COMSEC. That includes supporting the ability to operate on multiple legacy and newly developed ultra high frequency networks, filter data received, and disseminate signals intelligence data via numerous protocols to multiple Joint Service platforms. Designed to feed a worldwide intelligence network of analysts, warfighters, and decision makers it is a complex tactical intelligence terminal

with an inherently complex controller. In late 2013, SEC held an initial workshop to strip down JCC to the bare bones and created a user workflow which details each step the user needs to bring up an operational system. Using this workflow as an ordered list of use cases, JCC-X was built from the ground up, focused on the Warfighter experience.

On top of those improvements, we wanted to take it one step further. We created the "90% percent" solution, while the radio can feed an entire room full of intelligence analysts, a majority of JTT users are operators with one host computer and one JTT. With that knowledge we created a slimmed down version taking input from users in this situation and created "Basic View"; this view can bring up a cold radio in a matter of minutes instead of the 45 minute baseline.

Another effort to increase usability is the development of JTT Presets. Presets give the Warfighter the ability to save off a radio configuration and recall that configuration at anytime. This also allows host integrators the ability to create presets for their users in the field giving them a real "1 click" solution to bring up an operation radio in less than 2 minutes.

Each participant was able to have a hands-on demo with JCC-X and asked to work through the workflow created in the last workshop. With JCC-X, SEC is developing and tailoring the new JTT GUI to provide an easy to use operator tuned terminal controller to support the Warfighter with a superior integrated joint system and help ensure information dominance.



Figure 1: Splash screen representing the Welcome Window to the JCC-X.

HAIL & Farewell

The Communications-Electronics Command welcomes its new military service members:

Sgt. Juan L. Howard
Chaplains Office
Headquarters (HQ), CECOM

Sgt. Michael B. Navarro
Logistics and Readiness Center
HQ, CECOM

CECOM thanks the following employees for their years of dedicated service:

Elizabeth (Betsy) D. Hermes
Communications Security
Logistics Agency
Fort Huachuca, Arizona
Jan. 2, 2015

Douglas A. Engle, ISEC
Fort Detrick, Maryland
Jan. 3, 2015

Donald F. Beard, ISEC
Fort Belvoir, Virginia
Jan 9, 2015

Armand Balenkadjian
Information Systems
Engineering Command
(ISEC)
Fort Detrick, Maryland
Jan. 2, 2015

Michael J. Kowalski, ISEC
Fort Huachuca, Arizona
Jan 3, 2015

John V. Kimbell, ISEC
Fort Huachuca, Arizona
Jan. 10, 2015

Charles F. Massa, ISEC
Fort Huachuca, Arizona
Jan. 3, 2015

Col. Jeffrey D. Pederson, Legal
Aberdeen Proving Ground,
Maryland
Feb. 3, 2015

Awards ★★★★★

Superior Civilian Service Awards:

Donald F. Beard
ISEC
Fort Belvoir, Virginia

Meritorious Service Medal

Staff Sgt. Carlos Vazquez,
CECOM Chaplain's Office
Aberdeen Proving Ground, Maryland

The CECOM Awards Board has selected the following CECOM Employees of the 4th Quarter FY14 winners:

Senior Category - Janet Nelson,
Logistics and Readiness Center

Mid-Level Category - Deana Haikes,
Tobyhanna Army Depot, Pennsylvania

Junior Category - John Laskowski,
Tobyhanna Army Depot, Pennsylvania



Lt. Col. Young D. Kim
CECOM Command Chaplain

I want to wish you a happy New Year! With the start of each New Year, there are always new goals, new dreams and new hopes for the days to come. I hope one of your new goals is to become closer to the Lord this year, 2015.

Once there lived a king who had no sons. One day he was on a secret outing to observe how the people were living when he saw a beggar boy sleeping under a bridge. The king brought the boy to his palace and adopted him. The beggar boy became a prince through the king's generosity and kindness. However, when evening came the new prince tried to leave the palace. When he was stopped by the court guards, the beggar-turned-prince said, "I am a beggar; my bed is under the bridge." The next morning, he again tried to escape the palace and go to the river, saying, "I have to wash my

New Goals for a Successful Life!

face at the river because I am a beggar." He acted this way because he didn't yet really understand his new role as a prince. The self-understanding of his identity as a prince must allow him to think: 'As I am now a prince, I must act like one.' This is what makes his new life as a prince possible. We can change our way of life only when we have a clear understanding of our new status.

How is our self-understanding as saints in the Lord? Remember the notion of balance embodied in Martin Luther's words that we are "simultaneously righteous and sinner." Today we need a new understanding of our status as saints.

When your status changes, the way you live should follow. A prince should adopt a way of dressing, speaking, and walking that befits his royal status. According to the Bible, the Israelites experienced a dramatic change in status: they were once slaves in Egypt, but they became free people after the exodus, and they were about to become conquerors after

wandering in the desert for 40 years. God gave them new commandments for their new status and life in Canaan. The commandments were not rocket science; it demanded that the people love God, not forget Him, and not test Him. But Israelites did not listen carefully to the commandments, nor remember them. As a result, their status had to change again. This could happen to us too: if we do not listen to God carefully and forget His words, we will again become slaves of sin and our life will become miserable.

Joshua 1:7-8 says, "Be strong and very courageous. Be careful to obey all the law my servant Moses gave you; do not turn from it to the right or to the left, that you may be successful wherever you go. Do not let this Book of the Law depart from your mouth; meditate on it day and night, so that you may be careful to do everything written in it. Then you will be prosperous and successful."

Happy New Year!

Reprinted from the Army Materiel Command's Wellness Newsletter:

Resilience: goal setting

The beginning of a new year brings excitement and motivation of accomplishing numerous goals and projects; however, many times the desire quickly fizzles and we are left feeling frustrated. One way to help keep you on track is to set goals.

Goal setting is a powerful process to help you stay motivated and turn your visions into reality. A good acronym to set you up for success is SMART goals, which are Specific, Measureable, Attainable, Realistic and Timely. Here is what they mean:

Specific – A specific goal is one that is clearly defined in such a way that anyone could understand what the intended outcome is. Goals should contain a detailed description of what is to be accomplished: when do you want to accomplish it by; and the action(s) that will be taken to accomplish it.

Measureable – Goals need to be quantifiable. Establish a way to assess the progress toward each goal. If a goal cannot be

measured, it cannot be managed. For example, "I want to look better" is not measureable, but "to reduce body fat by 5 percent in 12 weeks" is measurable.

Attainable – Attainable goals are the right mix of goals that are challenging but not extreme. Goals that are too easily accomplished do not stretch abilities.

Realistic – A goal must represent an objective toward which an individual is both willing and able to work. A goal is probably realistic if the individual truly believes that it can be accomplished.

Timely – It is important to always have a completion date. The date should be realistic but not too distant in the future.

Remember....you would not set out on a long journey without knowing your destination – setting personal goals are no different.

The C4ISR Slim Down Challenge

(Aberdeen Proving Ground Only) – 2nd weigh-in is Feb. 12, 2015, at Bldg. 6001, Floor C2-224 from 12:00 p.m. to 1:00 p.m.

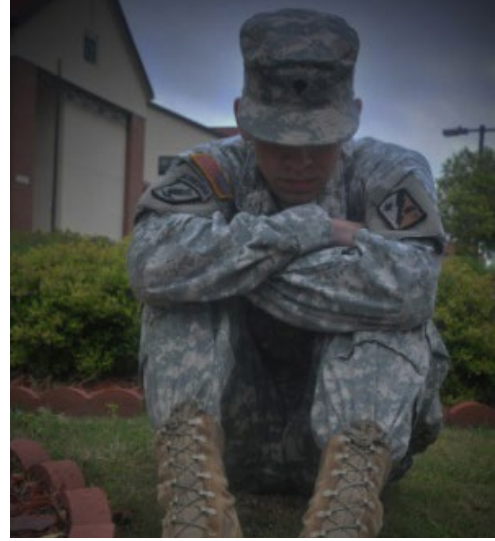
Slim Down Check-Ins are by appointment only in the CECOM Wellness Room (C3-222).

Healthy Heart with Zumba included (Myer Auditorium, building 6000) (Video teleconference available for outlying locations), 1130-1230. This event will discuss choosing the right foods, activities, and lifestyles to keep your heart and entire body healthy. There will also be a Zumba demonstration and a mini class.



Effects of discrimination in the workplace

Submitted by Neslie A. Etheridge,
CECOM Equal Employment Opportunity office



Next to their homes, the workplace is where Americans spend the majority of their time. Employees strive for success and recognition in their chosen professions with the hope of a fair shot at advancement. But when workplace discrimination occurs, it can have effects far beyond a stalled career. The burden and stress caused by discrimination and other forms of harassment can take a physical and sometimes mental toll on your body, compounding an already difficult situation.

A recently released study conducted by National Institute for Health (NIH) has shown a relationship between perceived discrimination in the workplace and a negative effect on both mental and physical health of the employee. Employees who have experienced discrimination have higher levels of psychological distress and health-related problems than employees who have not.

NIH conducted a meta-analysis of past studies and current literature on potential pathways linking perceived discrimination to negative health outcomes.

Information in the cross studies reviewed by NIH includes a link that suggests racial discrimination can lead to smoking, while sexual harassment and workplace bullying (hostile work environment) can lead to heavy alcohol use as a means for the employee to cope with the situation at work. Some of the physical effects include aches and pains, an increase in cardiovascular illness, breast cancer, obesity and high blood pressure most likely related to the impact of the stress. Effects are not limited to physical but also mental effects on the employee include depression, developing anxiety disorders, loss of self control leading to the employee becoming hostile or even attempting suicide.

Perceived discrimination has effects on both the employee and the work environment. These include a poor work culture when the employee loses focus and exhibits counterproductive work behaviors such as not completing tasks on time, leaving work early, and arriving late.

NIH's overall analysis of previous research supports the hypotheses that perceived discrimination may be related to both mental and physical health outcomes.

Leaders have an important role in promoting a work environment that fosters awareness and worth of a diverse workplace. It is also important to ensure all employees are aware and understand the EEO Process. Communication is key...If you're a supervisors, let your employees know you are approachable and will be available if they need to discuss issues. Lead by example, include diversity in your strategic plans and walk the talk.

By promoting cultural diversity in the workplace, employees feel valued. Advantages of workplace diversity are an enhancement of productivity from the employee. Many studies related to organizational behavior conclude that promoting cultural diversity reduces absenteeism rates and lower employee turnover.

In this world of competition, where cultural diversity has so many benefits, it deserves a place in all organizations. This will not only bring productive and happy employees to the organization but will lead to development of competencies among all employees.

AROUND *the* COMMAND



Fort Huachuca, Arizona – During the Information Systems Engineering Command (ISEC) Commander's Week, ISEC leadership conducted a staff ride to Gettysburg, Pennsylvania, and visited the Signal Corps Memorial Tablet at Little Round Top.

(Shown from left to right) Robert Lorentsen, director, Transmissions Systems Directorate; Mark Beattie, director, Mission Engineering Directorate; Albert Rivera, deputy to the commanding Officer; 1st Lt. Delois Carr, ISEC Plans; Col. Patrick Kerr, ISEC commander; Theodore Hendy, director, Fort Detrick Engineering Directorate; ISEC Command Sgt. Maj. Ulysses Rayford; Troy Roberts, technical director; Carey Luse, S3; Sydney Bryant, ISEC Plans; David Lease, director, Fort Huachuca Engineering Directorate; and Peter Paprocki, director, National Capitol Region Engineering Directorate. (Official U.S. Army photo)



Aberdeen Proving Ground, Maryland – Maj. Gen. Bruce T. Crawford, Aberdeen Proving Ground (APG) Senior Commander and Commanding General of Communications-Electronics Command, greets Crew Chief Pfc. Stephen Matthews at Camp Red Cloud, Korea, on Jan. 14, 2015.



Tobyhanna Army Depot, Pennsylvania – Tobyhanna Army Depot Painter Worker Anthony Matsell (left) and Fred Teufert, Mobile Depot Maintenance team chief, refinish the roof of a transmitter shelter at Beale Air Force Base, California.

The Air Force budgets millions of dollars annually so sheet metal workers and painters of the MDM can protect critical ground communications-electronics systems from the forces of nature. Tobyhanna collaborates with active duty, Guard and Reserve officials to identify stationary assets that require corrosion control prevention or maintenance. (Official U.S. Army photo)

Stay Safe & Warm During Winter

From the National Safety Council www.nsc.org.
Submitted by Rob McNabb, CECOM Safety

Drive Safely in the Snow:

Driving in the winter means changing the way you drive. Snow, sleet and ice can lead to hazardous road conditions. Prepare your vehicle for the upcoming winter season with these helpful tips.

Avoid Strain while Shoveling:

Shoveling snow is a major winter activity in many parts of the United States. Taking a few precautions can help you prevent unnecessary pain and suffering.

Treat Frostbite Immediately:

Use first aid to help someone who may have hypothermia or frostbite.

Online and classroom courses are available through NSC.

Prevent Carbon Monoxide Poisoning:

Carbon monoxide detectors save lives, but less than one-third of American homes have one installed. With December and January at the peak of CO poisonings, check out our fact sheet and be sure to follow tips like these:

- 1** Replace the battery for your home's CO detector each spring and fall
- 2** Do not heat your home with a gas range or oven
- 3** Never run a car or truck inside an attached garage

Prevent Winter Home Fires:

Home fires are more prevalent in the winter months than any other season.

Cooking is the leading cause of all winter residential building fires, while other causes include space heaters, fireplaces and candles. Learn how to keep your family safe with our fire safety tips.

Fire:

Fires in homes are a serious issue. Often fatal fires are the result of not having a working smoke alarm or carbon monoxide detector. You can prevent fires through simple steps. Make sure you have a properly working smoke detector and carbon monoxide alarm, change the batteries at least once a year. Plan and practice a family escape route. Learn how to use your fire extinguisher and remember if your clothes catch on fire to: Stop, Drop and Roll. If you are evacuating a burning building don't go through doors whose handles are hot. Leave your house, call for help. Do not go back to help someone else.

Outdoor Safety Tips: Outdoor activities are a great way to be active and stay in shape. Make sure you don't put an end to the fun because of an injury.



.....➤ story continued on next page

COLD WEATHER ACTIVITIES:

Cold weather brings an entirely different set of activities to take part in. Remember not to take risks when it comes to your safety. The consequences just aren't worth it. Find tips to stay safe during the following activities: 1. Skiing and snowboarding safety 2. Sledding safety

Ski and Snowboarding SAFETY:

- 1 When skiing or snowboarding downhill, give moving skiers and snowboarders below the right of way. You should be able to see them, but they might not see you.
- 2 Stop on the side of a run, well out of the way and in view of other skiers and snowboarders.
- 3 Look both ways and uphill before crossing a trail, merging or starting down the hill.
- 4 Use a safety device like retention straps to prevent runaway equipment.
- 5 Follow all posted signs and rules. Avoid closed trails and out-of-bound areas.
- 6 Know your ability level and the terrain you plan on skiing or snowboarding on.
- 7 Always wear a helmet.
- 8 Prepare for emergency situations by taking simple safety steps like using the buddy system or being prepared for changes in the weather.



Reveille and Retreat: expected courtesies

As you are aware, Aberdeen Proving Ground recently reinstituted post-wide bugle calls for both morning Reveille and evening Retreat. By now, most have likely heard some of those far-off notes each morning or evening coming to or from your duty station. Reveille occurs at 0630; Retreat is at 1700.

Do you know what is required of you, what courtesies you are expected to pay when those calls are played? It is likely, outside of the soldiers, most do not.

Soldiers in formation most certainly will know what is expected. Others are likely guessing. Here's a short list:

- Military personnel in uniform but not in formation: at the first note, face flag and render hand salute. If the flag is not in view, face the direction of the music. The salute ends on the last note of the call.
- Military and civilians in civilian dress (with headgear including sports caps): at first note, remove head gear, stand at attention, and hold cap over heart. Remain at attention until last note. Face direction of music if flag is not visible.
- Military and civilians in civilian dress (no headgear): at first note, face flag, stand at attention with right hand over heart. Hold position until last note and face direction of music if flag is not visible.
- Military personnel in a vehicle: Driver should bring vehicle to complete stop and place in park. All military personnel should exit vehicle and render honors outlined above.
- Civilian personnel in a vehicle: Driver should bring vehicle to complete stop and place

vehicle in park. Civilian occupants need not exit vehicle, but should remain quiet and courteous in said vehicle until final note.

On a large post such as APG, the actual raising or retiring of the colors is likely to be far from view. However, if you happen to be in the courtyard or near the flagpole where the ceremony is being conducted, outside CECOM Headquarters Building 6002 for example, it is common and expected that the hold of attention will continue until the Soldiers executing the rite have completed the rite in total. For Reveille, this will be signaled by a march away from the flag pole. For Retreat, this will be signaled by the completed folding of the flag and its removal from the area via a similar march.

Army Regulation 600-25 does not include the folding of the flag as part of the Retreat ceremony. But remaining quiet and respectful is all about what we serve and fight for each day. The flag is not a piece of cloth, but rather the symbology of the blood, sweat and tears our ancestors fought for as well as the nearly 149,000 Soldiers that step into harm's way as this very sentence is being written. Stand fast, remain quiet, and take one brief moment to reflect on just how lucky we are to live in this great country of ours.

All personnel need to remember the potential for stopped vehicles at these times. Pay attention, know your situation, know your time of day, what that means and know your surroundings.

For a listing of the above, please see APG's Facebook page at:

www.facebook.com/APGMd/photos/a.10150613556441284.388548.238070186283/10152863872181284/?type=1&theater



Sgt. 1st Class B.R. Caldwell at Amundsen-Scott South Pole Station, 22 January 1964. Equipment installed included “blackball” in background and the two antennae in foreground, for measuring wind chill and atmospheric electricity.

History Highlights

Antarctic exploration in Little America

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By Susan Thompson, CECOM Command Historian

The Signal Corps has a long association with the exploration of Polar Regions, and the Communications-Electronics Command (CECOM) Historical Archive has collections that reflect over a century of exploratory science, starting with the Signal Corps Arctic Exploration in the 1880s and extending into mid-20th century work in Antarctica.

The CECOM History Office has previously provided information on the ill-fated Greely Expedition, both in articles and through our history blog. But we’ve only more recently become aware of our association with Antarctic exploration. While scanning and digitizing some of the CECOM Historical Archive’s extensive photographic collection, we came across approximately 30 photographs labeled “Little America,” which help illustrate our connection to this interesting part of American scientific exploration. The photographs are

dated from January of 1947, 1955 and 1964, which corresponds with the summer season in the southern hemisphere. The CECOM collection includes additional materials, including the report of the Signal Corps Observer and the Combined Army Observer report on Operation High Jump, along with additional materials related to cold region research.

Rear Adm. Richard Evelyn Byrd staged the first expedition to explore Antarctica from 1928 to 1930. During that time a base camp was established on the Ross Ice Shelf and named “Little America.” Byrd mounted two additional expeditions to Antarctica prior to World War II, the last at the request of the President Franklin Roosevelt.

After World War II Byrd was placed in charge of the U.S. Navy’s Operation Highjump. This Antarctic expedition, his fourth, was the largest and most ambitious exploration

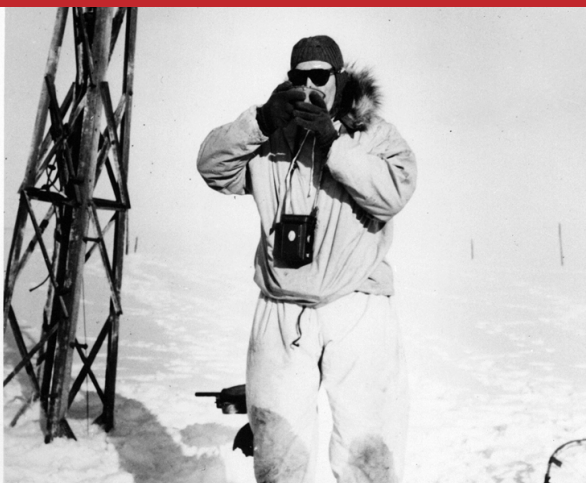
of that continent yet attempted and involved 4,700 men, 13 ships (including an aircraft carrier), and 25 airplanes. Operation High Jump's ship- and land-based aircraft mapped and photographed some 537,000 square miles (1,390,000 square km) of the Antarctic coastline and interior, much of it never seen before. It was as part of Operation Highjump that Amory "Bud" Waite of the U.S. Army Electronic Research and Development Labs at Fort Monmouth, New Jersey, found himself in "Little America" in 1947 as an Army observer focusing on communications, photography, and electronic and power supply equipment. By 1947, the base was actually "Little America IV," as shifting ice and deepening snow necessitated reestablishment of the base. Waite was a veteran of Antarctic exploration, having served as the radio operator and electrician of the "Ice Party" at Little America in 1934.

In 1955 Byrd was made officer in charge of the United States' Antarctic programs and became the senior authority for government Antarctic matters. In this capacity he helped supervise Operation Deep Freeze, a major scientific and exploratory expedition sent to the Antarctic under Navy auspices as part of the program of the International Geophysical Year. Operation Deep Freeze continues today under the auspices of the National Science Foundation, lead agency for the United States Antarctic Program, with support from the joint service Defense Support to Civilian Authorities (DSCA)

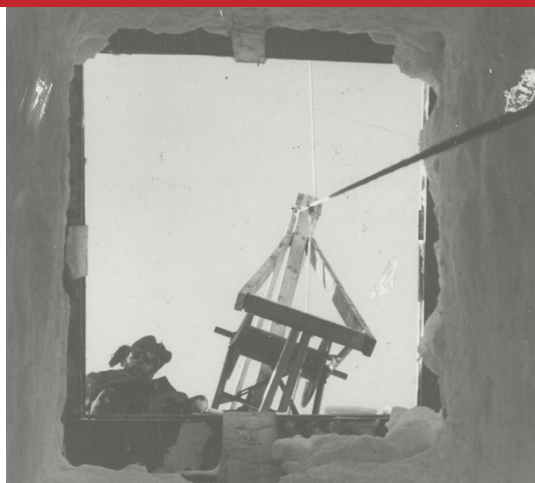
activity. The Signal Corps had established an Antarctic Research Team at Camp Coldbottom, the Signal Test Site at Little America V. It was here that experiments and tests focused on wave propagation, meteorology, and radio equipment took place in 1955. Mr. Waite was the Coordinator of the Antarctic Research Team for the Signal Engineering Labs. He would end up traveling to the Antarctic at least nine times. The last record the archives has is of his ninth trip in 1962 to test a radio-sounding method he developed for measuring ice thickness. At that time, he finally visited the South Pole itself.

In 1964, John J. Kelly, from the Atmospheric Physics Branch, and SFC B.R. Caldwell represented the Electronic Development and Research Labs from Fort Monmouth in the Antarctic. SFC Caldwell was believed to be the first and only Signal Corps soldier to ever travel to the South Pole Station, 90 degrees South. The trip was made during January 1964, to install wind chill and atmospheric electricity measuring equipment for Fort Monmouth. Summer temperatures at time were near 35 degrees below zero.

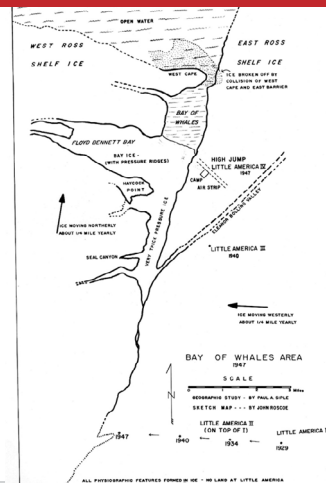
These trips continued the Signal Corp's long-term focus on meteorology and communications in extreme climates, and led to many future innovations which continue to be built on today.



Amory "Bud" Waite drinking tea, Little America II, 14 January 1955. Tower in background 10"9" high – was 60 feet high in 1934. Snowpack covered almost 50 feet in less than 20 years.



Twenty-five foot deep pit dug in Antarctic névé (hard-packed snow) for dielectric, constant, and wave propagation measurements 1956 and 1957.



Map from Army Observers Report of Operation Highjump, Bay of Whales Area, 1947



Morse code for - "Respect is one of the seven core Army values that our noble profession embodies."

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